Managerial Roles & Skills

Based on R. Daft's *Management* (Cengage, 2021)

Chapter 1

Understanding Management and Managerial Work

Exploring the fundamental principles and complexities that define effective management in contemporary organisations.

What is Management?

Planning

Setting objectives and determining the best course of action to achieve organisational goals effectively.

Organising

Arranging resources and activities in a structured manner to facilitate goal achievement.

Leading

Influencing and motivating people to work towards common objectives with enthusiasm.

Controlling

Monitoring performance and making necessary adjustments to ensure goals are met.

Management encompasses the process of coordinating resources through these four essential functions to achieve organisational success.

The Complexity of Managerial Work

Multiple Responsibilities

- Strategic planning and execution
- Team leadership and development
- Stakeholder communication
- Resource management

Modern managers must navigate an increasingly complex landscape, balancing diverse demands whilst maintaining focus on organisational objectives.

Chapter 2

Mintzberg's Managerial Roles Framework

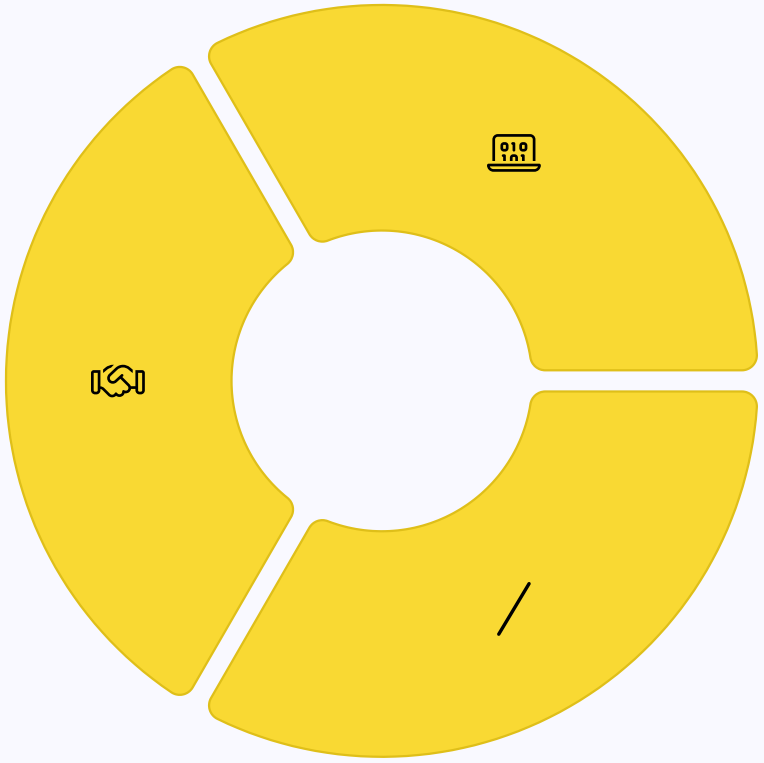
A comprehensive framework that categorises the diverse roles managers perform in their daily work, developed through extensive observational research.

Mintzberg's Three Categories of Managerial Roles

Interpersonal Roles

Figurehead, Leader, Liaison

- Building relationships
- Representing the organisation
- Managing team dynamics



Informational Roles

Monitor, Disseminator, Spokesperson

- Gathering intelligence
- Processing data
- Communicating insights

Decisional Roles

Entrepreneur, Disturbance Handler, Resource Allocator, Negotiator

- Strategic choices
- Problem resolution
- Resource distribution

Interpersonal Roles: The People Connectors

1

Figurehead

Serves as symbolic head of the organisation, performing ceremonial duties such as opening events, signing documents, and representing the company at formal occasions.

2

Leader

Motivates subordinates, manages team performance, and creates an environment that encourages productivity and job satisfaction amongst employees.

3

Liaison

Builds and maintains networks both inside and outside the organisation, fostering relationships that facilitate information exchange and collaboration.

Interpersonal Roles: Building Relationships

Effective managers excel at creating meaningful connections that drive organisational success through collaborative relationships.

Informational Roles: The Knowledge Managers

Monitor

Continuously scans the internal and external environment for relevant information, trends, and developments that could impact the organisation.

Disseminator

Transmits valuable information received from external sources or higher management to subordinates and relevant stakeholders within the organisation.

Spokesperson

Represents the organisation to external parties, communicating organisational positions, achievements, and strategic directions to the broader community.

Decisional Roles: The Action Takers

Entrepreneur

Initiates change and innovation, identifies opportunities for improvement, and champions new projects within the organisation.

Disturbance Handler

Responds to unexpected problems and crises, managing conflicts and resolving issues that threaten organisational stability.

Resource Allocator

Makes decisions about how to distribute financial, human, and material resources across different organisational activities and priorities.

Negotiator

Engages in bargaining and negotiation with various stakeholders, including suppliers, customers, employees, and other external parties.

Decisional Roles: Driving Organisational Success

Strategic decision-making capabilities distinguish exceptional managers from their peers, enabling transformational organisational outcomes.

Chapter 3

Core Managerial Skills According to Daft

Understanding the essential competencies that enable managers to perform their roles effectively across different organisational levels.

Technical Skills

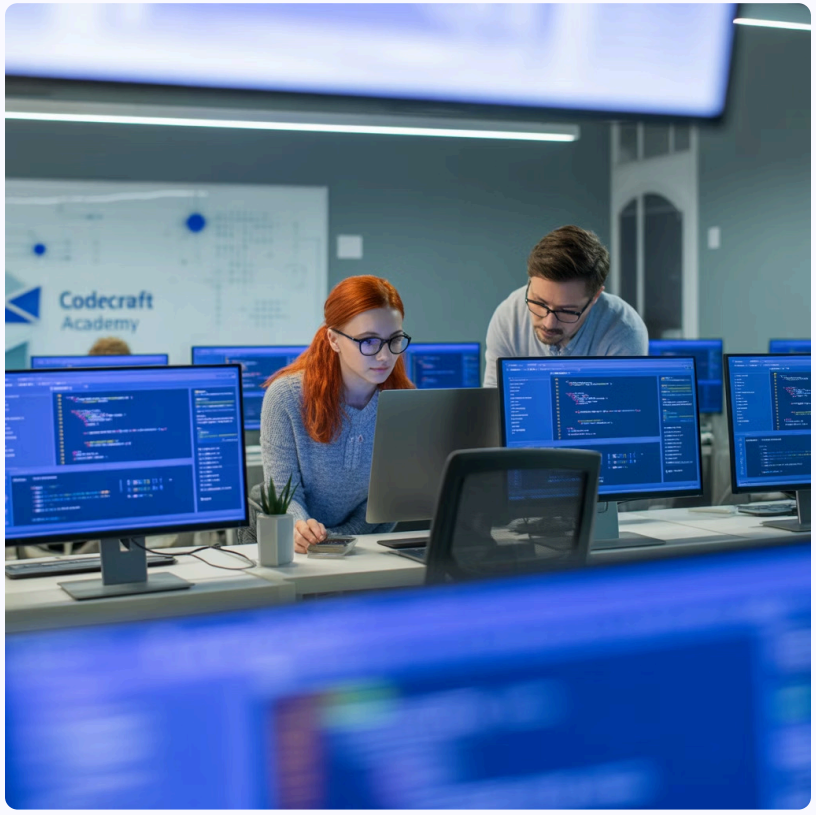
Definition & Importance

Technical skills represent proficiency in specific tasks, tools, and techniques related to the manager's particular field or industry sector.

Key Examples:

- Financial analysis and accounting procedures
- Information technology systems
- Marketing research methodologies
- Engineering design principles

Most critical for front-line managers who work directly with operational processes and technical staff members.



Human Skills

Communication

The ability to articulate ideas clearly, listen actively, and facilitate meaningful dialogue across diverse organisational stakeholders.

Team Building

Creating cohesive groups that work collaboratively towards shared objectives, fostering trust and mutual respect amongst team members.

Empathy

Understanding and responding appropriately to the emotions, motivations, and perspectives of colleagues and subordinates in various situations.

Conflict Resolution

Mediating disputes and finding mutually acceptable solutions that preserve relationships whilst addressing underlying organisational issues.

Human skills remain essential at all management levels, forming the foundation for effective leadership and organisational culture development.

Conceptual Skills

Strategic Thinking Capabilities

Conceptual skills enable managers to perceive the organisation as an integrated whole and understand complex interrelationships between different departments and functions.

> "The ability to see the forest rather than individual trees"

- **Systems Thinking**

  Understanding how organisational components interact and influence overall performance outcomes.

- **Strategic Planning**

  Developing long-term vision and coordinating resources to achieve competitive advantage in dynamic markets.

- **Problem Analysis**

  Identifying root causes of complex issues and developing comprehensive solutions that address multiple variables.

These skills become increasingly important as managers advance to senior executive positions with broader organisational responsibilities.

Skills Distribution Across Management Levels

The relative importance of technical, human, and conceptual skills varies significantly depending on managerial level and organisational context.

Chapter 4

Linking Roles and Skills to Managerial Effectiveness

Exploring the synergistic relationship between Mintzberg's roles and Daft's skills framework in creating exceptional managerial performance.

How Skills Support Mintzberg's Roles

1

Technical Skills Enable

Effective monitoring of operational processes and informed resource allocation decisions based on deep understanding of organisational systems and industry requirements.

2

Human Skills Underpin

Successful leadership, liaison activities, and spokesperson functions through enhanced communication abilities and relationship management expertise across all stakeholder groups.

3

Conceptual Skills Drive

Entrepreneurial initiatives and effective disturbance handling through strategic thinking capabilities and comprehensive understanding of organisational dynamics and external environment.

Why This Matters: Managerial Effectiveness

85%

Role Clarity

Managers who understand their diverse roles report higher job satisfaction and performance outcomes.

73%

Skill Development

Organisations investing in managerial skill development show improved employee engagement and retention rates.

92%

Effectiveness

Leaders who master both roles and skills achieve superior organisational results compared to their peers.

Key Distinction

Effectiveness means achieving the right goals and creating value for stakeholders.

Efficiency means optimising resource utilisation and minimising waste in operations.

Conclusion: Becoming a Well-Rounded Manager

Embrace Complexity

Acknowledge and accept the multifaceted nature of contemporary managerial work across all organisational levels and functional areas.

Continuous Development

Commit to developing all three skill sets through formal education, experiential learning, and reflective practice throughout your career.

Practical Application

Utilise Mintzberg's roles as a comprehensive guide to navigate daily challenges and enhance your managerial effectiveness in diverse situations.

Lifelong Learning

Recognise that leadership development is an ongoing craft requiring dedication, practice, and adaptation to evolving organisational demands.

> "Management is both an art and a science, requiring continuous refinement of skills and adaptation to changing circumstances."